



2011 ANNUAL REPORT



“The Udall Foundation is an exemplary organization doing remarkable work, and I am pleased to lend my strong support to this important federal agency.”

Jeff Bingaman

United States Senator, New Mexico

The U.S. Congress established the Udall Foundation as an independent executive branch agency in 1992 to honor Morris K. Udall's 30 years of service in the U.S. House of Representatives. In 2009, Congress enacted legislation to honor Stewart L. Udall and add his name to the Foundation. It is now known as the Morris K. Udall and Stewart L. Udall Foundation.

Morris Udall was elected to the U.S. House of Representatives in 1961. During his tenure, he served as chairman of what is now the Committee on Natural Resources for more than 10 years and was one of the most creative and productive legislators of the 20th century. His concern for Native Americans and love of the environment resulted in numerous pieces of legislation moving through Congress, including the Alaska Lands Act of 1980, Archaeological Resources Protection Act, Indian Child Welfare Act, and Indian Gaming Regulatory Act. He was known for his sense of humor, civility, and a strong bipartisan spirit.

Stewart Udall also left his mark on the nation's environmental and cultural heritage. He served in the U.S. House of Representatives from 1955 to 1961 when President John F. Kennedy appointed him Secretary of the Interior. During the eight years he served under Presidents Kennedy and Johnson, he became an icon in the environmental and conservation communities as he oversaw the addition of four parks, six national monuments, eight seashores and lakeshores, nine recreation areas, 20 historic sites, and 56 wildlife refuges to the National Park system. His best-selling book, *The Quiet Crisis* (1963), along with Rachel Carson's *Silent Spring*, is credited with creating a consciousness in the country leading to the environmental movement.

The Udall Legacy is a shared legacy, rooted in the work of the Udall brothers that dominated environmental reform for three decades. The Udalls' careers were distinguished by civility, integrity, consensus, and a commitment to the preservation of the nation's natural environment.

The President of the United States appoints the Udall Foundation's Board of Trustees with the advice and consent of the U.S. Senate.

This annual report details the activities of the Foundation in FY 2011.





REPORT *from the* CHAIR



For 17 years, it has been my privilege to lead the Udall Foundation as the Chair of its Board of Trustees. I have shared this honor with dedicated trustees from all over America and of every political persuasion who have come together as one to address the unmet needs of Indian country and the wide range of environmental conflicts of the 21st century. I would love nothing more than to stay for life, and yet I know the responsibilities of leadership importantly include leaving. It is time for me to go, to open the door to new thinking and in time a new generation to lead the Foundation through the ever-morphing demands of a society moving at warp speed.

Under the guidance of our first Executive Director Chris Helms and now the inestimable Ellen Wheeler, the Udall Foundation, located in Tucson, Ariz., has become a small miracle in governance far from the divisions of the Beltway. Perhaps it serves as one model for future governance, an example of how extremely able and dedicated federal employees can partner with universities and private mediators to solve huge problems for a dime on the dollar. After less than two decades of operation, with fewer than 50 employees, their work has reached into every state. With an appropriation no larger than the cost of a major environmental lawsuit, Udall Foundation mediators and facilitators were involved in about 100 disputes all over the nation in FY 2011. Meanwhile, the Udall Scholarships and Internships are shaping

new leaders in Indian country and in environmental disciplines that are exploring solutions to vexing problems ranging from climate change and long-term drought to the interface of urban areas with nature. Since 1995, the Foundation has made more than 1,500 academic awards, and they are now among the most popular on U.S. campuses.

Foundation trustees serve without pay, but the rewards are manifold, and some of them arrive in messages from scholars and interns whose lives have been changed. Recently, 2002 intern Bryan Newland provided a sample: "I can draw a line from my Udall internship ... to my service with Assistant Secretary [of Interior] Echo Hawk. Your work made it possible for this guy from a tiny tribe in northern Michigan to serve Indian country." These messages and their authors fill my heart and repay me a hundred times over for the time and effort spent. Sharing a long weekend with each new class of Udall Scholars, as we do in Tucson each August, lifts my spirits and erases any doubts about the nation's future.

Mo and Stewart Udall, who were the children of a hardscrabble upbringing in the American West, taught many lessons to our generation. In their early years, they lived without electricity in their home or indoor plumbing; they lived off the land they tilled before and after school, working with picks and shovels and plows pulled by work horses. St. Johns was so small, Mo often joked, that the entering and leaving sign were on the same post. "We never noticed when the Depression arrived," Stewart quipped, "because we always lived in a depression." Yet, somehow that small town gave birth to grand ambitions, and they grew to become two of the most important figures of the 20th century. For three

decades, they led an era of environmental reform and the preservation of America's natural treasures; they saved the Alaska wilderness; they began the restoration of the rights of Native Americans; they reformed the Congress; and Mo became the first Member of the House in a century to launch a serious bid for the Presidency. There were many more achievements, but perhaps none more impressive than their ability to succeed while never abandoning civility and rock-hard honesty. We hope the Udall Foundation serves as an extension of their work.

It is common in our contemporary politics to suggest that government is inherently inefficient and focused on bureaucratic goals. Perhaps the Udall Foundation has, in a small way, shown that the opposite can be true. Every dollar invested in the Foundation's programs by Congress is leveraged to double and triple its impact.

Surely future leaders will improve on our record. Perhaps in time, they will find smarter, better approaches to resolving environmental conflicts and promoting tribal self-determination. But always, they will have a timeless ethic to guide them: the innovation, integrity, endurance, and courage of the Udall brothers. Let the Foundation continue its work in the future because, as another Udall Scholar once wrote to me, "Good, smart government can change lives for the better. It can open doors, and it can help us make necessary decisions and get along."



REPORT *from the* EXECUTIVE DIRECTOR



In 2011, we marked the end of one era and the beginning of a new era, as Terry Bracy, who chaired the Udall Foundation Board of Trustees for 17 years—since its inception in 1994—stepped down from the chairmanship at the October 2011

meeting of the Board of Trustees. (*The Board elected longtime trustee Eric D. Eberhard to the chairmanship; see story on page 19.*)

Terry Bracy was instrumental in developing and advancing the programs of the Foundation—all of which are featured in this annual report. He led the Foundation in creating the Udall Scholarship, which had its first class of scholarship recipients in 1995. Under his leadership, the Foundation also created the Native American Congressional Internship Program on Capitol Hill; cofounded the Native Nations Institute, a leading resource on tribal governance and economic development issues for Indian nations; and accepted from Congress the stewardship of the U.S. Institute for Environmental Conflict Resolution, which helps

to prevent, manage, and resolve environmental and natural resources conflicts involving the federal government.

Terry also spearheaded the addition of Stewart Udall's name to the Udall Foundation in 2009, a move that allowed Stewart's legacy as a stellar public servant to be recognized along with that of his brother Morris Udall, for whom the Foundation was originally named. As Eric Eberhard, his successor as chair, rightly commented, "Terry Bracy has left an indelible mark on our work at the Foundation. Long after he steps down, Terry's presence will continue to be felt throughout our programs."

I have had the good fortune to be involved with the Foundation since its inception, thanks to Terry's invitation that I serve as legal counsel beginning in 1994. I can say with certainty that the Udall Foundation would not be the organization it is today without his dedication and commitment.

Ellen K. Wheeler

U.S. Institute for Environmental Conflict Resolution



The U.S. Institute for Environmental Conflict Resolution was established by Congress in 1998. Its mission is to assist parties in collaborative problem solving (conflict prevention, management, and resolution) for environmental, natural resources, or public lands issues involving the federal government. Over the past decade, the Institute has become a recognized federal resource for providing federal agencies, tribal and state governments, nongovernmental entities, and members of the public with a means to engage in dialogue and collaboration that reduce conflict, create agreement around common interests, and increase knowledge across all parties. It consistently provides assistance on some of the most complex, high profile, and regionally significant environmental issues in the country.

The Institute's services include issue or project consultations and assessments, convening, mediation, facilitation, training, assistance for parties seeking mediators and/or facilitators, and other related services covered by its enabling legislation. The Institute also manages both a national roster of highly qualified conflict resolution and collaboration professionals experienced in mediating and/or

facilitating environmental and public policy issues and a network of highly qualified conflict resolution and collaboration professionals with experience and expertise involving American Indian, Alaska Native, or Native Hawaiian people regarding environmental, natural resources, or public/trust lands (including cultural property and sacred places) issues. Through the Institute's training program, participants (federal, tribal, state, and nongovernmental representatives) gain basic skills and knowledge of conflict resolution and collaborative problem-solving techniques and mechanisms that in turn make them more effective in developing nonadversarial outcomes to environmental and public policy actions.

During FY 2011, the Institute provided consultation, support, and management for 102 conflicts and challenges, assisting an estimated 1,000 stakeholders nationwide. The range of issues and topics include natural resources management on federal land, landscape-scale or ecosystem-level issues, river basin management, Native American energy and resource development issues, federal-tribal consultation, ecosystem restoration, and energy infrastructure management.

Visit ECR.GOV for more information on the U.S. Institute for Environmental Conflict Resolution.



The following are FY 2011 highlights of some of the Institute's case services, capacity building, and leadership work:

**IMPLEMENTING THE NATIONAL OCEAN POLICY
– COASTAL AND MARINE SPATIAL PLANNING**

Provided consultation and facilitation support for the nationwide implementation of Coastal and Marine Spatial Planning (CMSP) at a National Workshop on CMSP in Washington, D.C., involving

over 450 participants from 27 different agencies. CMSP involves the assessment and integration of all of the various uses of coastal and marine waters, including commercial fishing and shipping, species habitat, offshore energy development, homeland security, and recreation, among others. Nationwide implementation of CMSP is called for by President Obama's July 2010 Executive Order *Stewardship of the Ocean, Our Coasts, and the Great Lakes*.

**NATIONAL PARK SERVICE LIONFISH
RESPONSE PLAN WORKSHOP**

Convened, designed, and facilitated a webinar and four-day workshop in Miami, Fla., for the National Park Service to address the threat that invasive lionfish pose to visitor safety and to the ecological integrity of six National Parks in South Florida and the U.S. Virgin Islands. As a result of the webinar and workshop, the NPS drafted an agency-wide Lionfish Response Plan to address the growing intensity of the lionfish invasion at its earliest stages in order to limit long-term and widespread problems.

LANDSCAPE CONSERVATION COOPERATIVES

Provided process design, facilitation, and consensus building for the U.S. Department of the Interior's Bureau of Land Management, Bureau of Reclamation, and Fish and Wildlife Service to develop and support the Great Basin, Desert, Southern Rockies, and South Atlantic Landscape Conservation Cooperatives (LCCs). The LCCs are being established nationwide to focus on landscape-scale or ecosystem-level issues and provide tools to help managers identify and target biological objectives for native species and habitats across jurisdictions in the face of a range of stressors.

TRIBAL CONSULTATION POLICY FOR THE U.S. DEPARTMENT OF THE INTERIOR

Facilitated negotiations for a team of U.S. Department of the Interior bureau leaders and tribal government leaders in the development of a Tribal Consultation Policy for the Department of the Interior. The policy was announced on December 1, 2011, by Secretary of the Interior Ken Salazar and Assistant Secretary-Indian Affairs Larry Echo Hawk. The policy is intended to be a model for other federal agency consultation policies and represents a 16-month process to draft, solicit, review, and respond to comments from other tribes and the public and to finalize the policy. This work was performed in partnership with the DOI Office of Collaborative Action and Dispute Resolution.

COLLABORATIVE APPROACH TO AIR QUALITY ANALYSIS ASSOCIATED WITH OIL AND GAS DEVELOPMENT ON FEDERAL LANDS

Worked with the U.S. Environmental Protection Agency's Conflict Prevention and Resolution Center to convene and facilitate a national collaborative effort involving the U.S. Department of the Interior, the U.S. Environmental Protection Agency, and the U.S. Department of Agriculture to resolve and prevent conflicts related to determining the appropriate type and level of air quality impact analyses needed for energy development activities on federal lands. The effort resulted in a Memorandum of Understanding establishing criteria for air quality analysis and mitigation for federal oil and gas decisions through the National Environmental Policy Act process.



“Freedom in a democracy is not the absence of restraints; in fact, the freedoms we enjoy are dependent upon a robust system of restraints. Environmental conflict resolution is a mechanism to help citizens work collaboratively within defined societal boundaries to prevent and solve problems. The Udall Foundation’s U.S. Institute for Environmental Conflict Resolution and a network of talented professionals across the nation are helping citizens find innovative ways to resolve issues and preserve our freedoms by working within the boundaries defined by our system of restraints.”

William D. Ruckelshaus

Administrator, U.S. Environmental Protection Agency
1970-1973; 1983-1985



UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM

Over the past 15 years, the Udall Foundation has developed a premiere scholarship program that provides exceptional opportunities for some of the nation's top environmental and Native American scholars. The Foundation awards approximately eighty \$5,000 merit-based scholarships each year. Recipients demonstrate commitment to and leadership in their chosen field, as well as exceptional academic achievement—whether in a field related to the environment or Native American health care and tribal public policy. The Udall Foundation has awarded more than 1,200 scholarships since the program's inception in 1996. The scholarship has created a new generation of leaders who are inspired to carry on the legacies of Morris and Stewart Udall.

In 2011, 80 students from 35 states and 61 colleges and universities were selected as Udall Scholars. A 14-member independent review committee selected the group of scholars as well as 50 Honorable Mentions. This highly qualified class of Udall Scholars was chosen from 510 candidates nominated by 231 colleges and universities. Seventy scholars intend to pursue careers related to the environment. Five Native scholars intend to pursue careers in tribal public policy, and five Native scholars are studying health care. In August, the scholars assembled in Tucson, Ariz., to receive their awards and meet policymakers and community leaders in environmental fields, tribal health care, and governance.

2011 UDALL SCHOLAR SELECTED FOR THE 2012 RHODES SCHOLARSHIP

Ishan Nath, from Atlanta, Ga., is a senior at Stanford University where he will receive bachelor's degrees in economics and earth systems and a minor in mathematics. Nath is one of 32 Americans chosen from 830 candidates who were nominated by their colleges and universities. The 2012 Rhodes Scholar class begins study at the University of Oxford in England in October 2012. To pursue his interests in energy, economic policy, and international development, Nath will do the M.Sc. in economics for development at Oxford. He hopes eventually to earn a doctorate in economics and contribute to policymaking domestically and abroad.

Visit UDALL.GOV for a listing of the 2011 Udall Scholars and Honorable Mentions and more information on the scholarship.

“As a University committed to providing optimal education opportunities for Native students and strengthening relationships with tribal communities, partnership with the Udall Foundation is a valuable avenue providing advanced experiences in public policy, environmental issues, health care, nation building and tribal self-governance for our rising scholars.”

Dr. David J. Schmidly
President, University of New Mexico

“The Udall Foundation internship is the most prestigious internship on Capitol Hill.”

Daniel K. Inouye
United States Senator, Hawaii



NATIVE AMERICAN CONGRESSIONAL INTERNSHIP PROGRAM

During their lives in public service, Morris and Stewart Udall worked hard to increase economic and educational opportunities for Indian people by expanding access to quality health care and protecting land, natural and cultural resources, and religious rights of Native people. The Udall Foundation furthers this legacy by providing the Native American Congressional Internship, which funds 12 American Indians or Alaska Natives in a highly competitive summer internship in Washington, D.C. Interns are placed in Congressional offices and committees, Executive Branch departments, and the White House, where they are able to observe government decision-making processes firsthand. Since 1996, 186 law, graduate, and undergraduate students from 99 tribes have participated in the internship program. This program inspires young Native people to tackle the tough policy problems that confront Indian country.

Applicants for the 2011 internship represented 34 tribes and 35 colleges and universities. Ultimately, 12 students from 12 tribes and nine universities were selected as Native American Congressional Interns. They were selected by an independent review committee of nationally recognized Native educators and tribal policy leaders on the basis of academic achievement and a demonstrated commitment to careers in tribal public policy. The interns completed an intensive, 10-week internship, and special enrichment activities provided opportunities to meet with key decision makers. The interns met face to face this summer with Washington insiders such as Senators Mark Udall, Tom Udall, and John McCain; key White House officials; and the Interior Department's Assistant Secretary-Indian Affairs.

Visit UDALL.GOV for a listing of the 2011 Interns and more information on the internship.

UDALL FOUNDATION DISSERTATION FELLOWSHIP PROGRAM

In furthering the purpose of the Udall Foundation to develop resources to properly train professionals in environmental and related fields, the Udall Dissertation Fellowship was created in 1997 to fund outstanding doctoral candidates who have achieved distinction in their scholarly research. Each year, the Foundation awards two one-year fellowships of up to \$24,000 to doctoral candidates whose research concerns U.S. environmental public policy and/or environmental conflict resolution and who are entering their final year of writing the dissertation. There have been 30 Udall Fellows since the first awards in 1997. Through the fellowship program, the Foundation has developed a new way to make a difference on issues relating to the environment and environmental conflict resolution.

Applicants for the 2011 fellowship represented 32 colleges and universities. Two doctoral candidates were selected by an independent review committee of environmental scholars and professionals as the 2011 Udall Dissertation Fellows.



LAUREN PATTERSON

THE UNIVERSITY OF NORTH CAROLINA
AT CHAPEL HILL
DEPARTMENT OF GEOGRAPHY

“Interconnections between drought and water policy in the South Atlantic, USA”

As a doctoral candidate at The University of North Carolina at Chapel Hill (UNC), Lauren Patterson’s dissertation focuses on examining drivers of water scarcity in the South Atlantic and exploring potential policy options. Her research interests were fueled by the tensions between residents and politicians, as well as between water conservation and economic development, during a recent severe drought. Water scarcity is a growing issue in the South Atlantic, and it is an exciting time to contribute research for policy formation and implementation. Patterson received a Master of Arts at UNC examining the effectiveness of flood policy, and she has worked with local governments through the Environmental Finance Center to address sustainable financing strategies for watershed protection.



CAROLINE SCRUGGS

STANFORD UNIVERSITY
EMMETT INTERDISCIPLINARY PROGRAM
IN ENVIRONMENT AND RESOURCES

“Scientific, Political, and Stakeholder Influences and Interests Surrounding Safe Use and Regulation of Chemicals in the U.S.”

Caroline Scruggs is a doctoral candidate at Stanford University. She studies management and safe use of chemicals with a focus on consumer products. Of particular interest are U.S. and European chemicals policies and businesses’ roles and responsibilities in protecting public and environmental health, promoting information flow along supply chains, and contributing to public knowledge about chemical risks. Scruggs holds Bachelor of Science and Master of Science degrees in environmental engineering and has previous experience working on global water quality projects and strategies to remove emerging contaminants from environmental systems.

STEWART L. UDALL PARKS IN FOCUS PROGRAM

In the enabling legislation, a stated purpose of the Udall Foundation is to increase awareness of the importance of and promote the benefit and enjoyment of the nation's natural resources. The Foundation accomplishes this charge by sponsoring the Stewart L. Udall Parks in Focus program. The high-impact, unique program connects underserved middle school youth to nature using digital photography as the primary tool for encouraging a love of the natural environment and outdoor activities.

In FY 2011, Parks in Focus shifted from an immersion-trip model to a higher impact community-centered model that creates extended opportunities for youth to get outside, explore the natural world through the lens of a camera, and share their experiences with family, friends, and their communities. This year, Parks in Focus reached more youth at a deeper level than ever before; provided extended and advanced programming at multiple levels; and engaged new community, state, and national partners.

Tucson, Ariz., is home to the flagship Parks in Focus program. The Foundation has supported trips in Tucson since 1999, has a long-standing partnership with the Boys & Girls Clubs of Tucson, and in FY 2011 started its year-round program with local youth.

Visit PIF.UDALL.GOV or
PARKSINFOCUS.WORDPRESS.COM
for additional information on Parks in Focus.

Missoula, Mont.

- 25 25 youth served and six adult leaders trained and engaged
- 130 130 hours of educational programming with 5,500 photos captured
- 5 Five-day, four-night camping trip to Glacier National Park for 12 kids and six adults

Bay Area, Calif.

- 31 31 youth served and 10 adult leaders trained and engaged
- 150 150 hours of educational programming with 9,500 photos captured
- 4 Four-day, three-night camping trip to Yosemite National Park for 12 kids and six adults
- 2 Two-day, one-night camping trip in San Francisco Bay Area for 19 kids and 12 adults

Big Rapids, Flint, and Freemont, Mich.

- 50 50 youth served
- 400 400 hours of educational programming with 14,500 photos captured
- 6 Six-day, five-night advanced camping trip to Isle Royale National Park for nine alumni ages 13-17 and six adult leaders
- 5 Five-day, four-night camping trip to Pictured Rocks National Lakeshore for 12 kids and eight adult leaders
- 8 Eight friends, family, and community events featuring programs and kids' photos

parks in focus

POINT. CLICK. ENGAGE. TRANSFORM.

Tucson Community Development Initiative

120

120 youth served directly and 15 adult leaders trained and engaged

700

700 hours of educational programming with 14,000 photos captured

60

60 educational visits to Tucson Boys & Girls Clubhouses and 30 Saturday field trips to natural spots in Tucson

2

Two five-day, four-night camping trips for 24 kids and eight adult leaders to Flagstaff and Grand Canyon National Park

6

Six-day, five-night advanced camping trip for 12 kids and six adult leaders to Grand Canyon National Park

5

Five photography exhibits and/or events showcasing kids' works

NATIVE NATIONS INSTITUTE

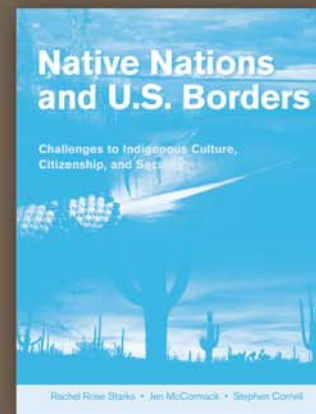
for Leadership, Management, and Policy

Founded by the Udall Foundation and The University of Arizona

The Native Nations Institute for Leadership, Management, and Policy (NNI), cofounded in 2001 by the Udall Foundation and the University of Arizona, serves as a self-determination, self-governance, and development resource for Indigenous nations in the United States and elsewhere. NNI's mission is to assist Native nations with political, economic, and community development objectives.

In FY 2011, NNI initiated a study of the social determinants of health in Native American communities, supported by the W.K. Kellogg Foundation, to examine factors outside the traditional health care system that influence the health and wellness of Native Americans and are amenable to action by Native nations. NNI assisted the Bush Foundation with its Native Nations Rebuilders Program, which supports the self-determination of 23 Native nations in the foundation's Upper Midwest service area, by convening 12 strategic planning, executive education, and governance analysis sessions for the program's participants. NNI delivered 14 executive education seminars and training sessions to leaders of U.S. Indigenous nations, reaching a total of more than 500 participants from some 50 nations. It developed two "Rebuilding Native Nations" distance-learning short courses, "Economic Development" and "Intergovernmental Relations," and, relatedly, with support from the U.S. Small Business Administration, launched an online certificate program in economic development for faculty and staff at 36 tribal colleges. Moreover, NNI initiated a 12-credit, continuing education certificate program in Indigenous governance with the Indigenous Peoples Law and Policy Program at the University of Arizona's James E. Rogers College of Law. Finally, NNI staff made presentations and published documents on Indigenous policy topics for conferences, meetings, and other venues, including preparing a policy brief, "Rethinking Sectors: An Analysis of Economic Development Opportunities in Indian Country," invited by the White House Senior Policy Advisor for Native American Affairs.

Visit NNI.ARIZONA.EDU for more information on NNI.

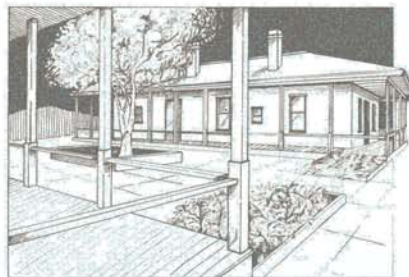


NATIVE NATIONS AND U.S. BORDERS

In the book *Native Nations and U.S. Borders: Challenges to Indigenous Culture, Citizenship, and Security*, NNI researchers Rachel Starks, Jen McCormack, and Stephen Cornell offer a timely discussion and analysis of how Indigenous nations situated near U.S. international borders (with Mexico, Canada, and Russia) have responded to the effects of those borders on their citizens, ways of life, and environments. The book informs discussions of border policy at all levels of government.



for Studies in
Public Policy



Established in 1987, the Udall Center for Studies in Public Policy sponsors policy-relevant, interdisciplinary research and forums that link scholarship and education with decision making.

In FY 2011, with base support from the Udall Foundation and additional leveraged resources, researchers with the Udall Center's environmental policy team initiated a study of climate adaptation in the arid Southwest, supported by the National Oceanic and Atmospheric Administration (NOAA), to examine water management and the role of climate knowledge in building decision-making capacity in the drought-prone U.S.-Mexico border region. To provide beneficial knowledge for stakeholder decision making, staff continued research on the ecology and water

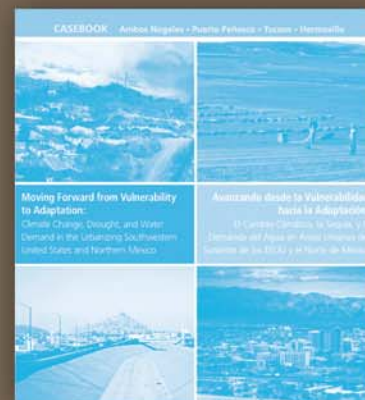
resources in arid region stream corridors, with funding from the National Science Foundation, to understand better how humans affect the environment in the Upper San Pedro River and the Rio Sonora basins of Arizona and Sonora, Mexico. With another grant from the National Science Foundation, the Udall Center began a study of transboundary ecosystem services of migratory bats to understand how the ecosystem services provided by migratory bats in one location might be supported by habitat in different locations and how the economic benefits are distributed across space and time.

In FY 2011, the Udall Center produced a book and several research reports on environmental policy topics for several organizations and federal agencies. Additionally, the Udall Center published some 30 chapters, articles, and other documents, including peer-reviewed papers in various scientific journals.

Visit UDALLCENTER.ARIZONA.EDU for more information on the Udall Center for Studies in Public Policy.

CLIMATE CHANGE AND WATER RESOURCES IN THE SOUTHWEST

A binational team led by Udall Center researchers Margaret Wilder, Robert Varady, and Christopher Scott has published *Moving Forward from Vulnerability to Adaptation: Climate Change, Drought, and Water Demand in the Urbanizing Southwestern United States and Northern Mexico*. The casebook, based on a three-year investigation funded by NOAA, analyzes the vulnerability of water resources in Arizona and Sonora, Mexico, to climate change, population growth, and other factors affecting water supply and demand.





UDALL ARCHIVES

During FY 2011, the University of Arizona Library Special Collections undertook several initiatives to enhance and promote the Udall collections. Most notable was the exhibition and lecture series *I'm for Stew: The Life and Times of Stewart L. Udall* that ran from January through August 2011. The exhibition featured a wide variety of materials from the 1920s-2010; the majority of the items were selected from the Udall family archives housed in Special Collections but also included loaned items from the Udall Foundation, including photographs from the Stewart L. Udall Parks in Focus program. Special Collections hosted three lectures to coincide with the exhibition: *Reflections on the Life and Legacy of Stewart Lee Udall*

with Senator Tom Udall (opening remarks by Udall Foundation Executive Director Ellen Wheeler), *Reflections on the Environmental Legacy of Stewart Lee Udall with Robert G. Stanton*, and *Reflections on Stewart Lee Udall: A Panel Discussion about Udall as a Lawyer, Author and Supporter of the Arts*. More than 1,750 people came to Special Collections for the exhibition and lecture series. To promote the Udall collections in the virtual environment, Special Collections has five digital collections devoted to the Udall brothers, four of those residing in collaborative online repositories such as the Arizona Memory Project and the Western Waters Digital Library. To date, Special Collections has had over 43,000 views of its Udall digital collections. The Udall materials were also the most requested by researchers in person and via email this past year.

Visit SPECOLL.LIBRARY.ARIZONA.EDU/PUBLIC_PROGRAMS for more information on the Udall Family Archival Collections.

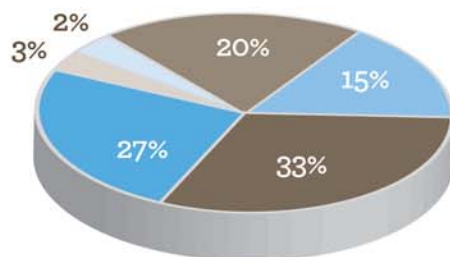


UDALL FOUNDATION FINANCIALS

Trust Fund Education Programs Financial Report

Since the Trust Fund was first funded in October 1994, a total of \$50.1 million has been appropriated through FY 2011, of which \$8 million has been transferred to the Native Nations Institute. In FY 2011 (October 1, 2010, through September 30, 2011), \$2.5 million was appropriated.

The current corpus balance of \$43.6 million is due in part to reinvestment of a portion of earnings in prior years. The Morris K. Udall and Stewart L. Udall Foundation Act, 20 U.S.C. 5601-5609, provides, among other things, that Trust funds be invested in public debt securities with maturities suitable for the needs of the Udall Foundation. Accordingly, the Udall Foundation realized a revenue stream in the amount of \$1.66 million in FY 2011.

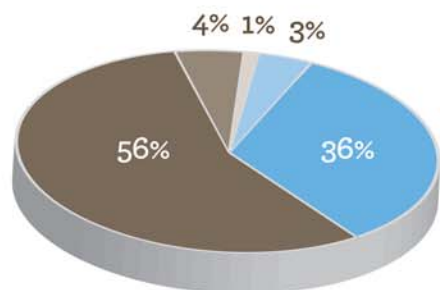


- Administration - 15%
- Education Program Support - 33%
- Scholarships - 27%
- Fellowships - 3%
- Parks in Focus - 2%
- Udall Center - 20%

Chart is based upon total expenses for FY 2011. 20 U.S.C. 5605 authorizes financial support to the Udall Center for Studies in Public Policy, University of Arizona.

U.S. Institute for Environmental Conflict Resolution Financial Report

The Institute received appropriations of \$3.8 million in FY 2011 (October 1, 2010, through September 30, 2011). The Environmental Policy and Conflict Resolution Act of 1998, 20 U.S.C. 5601-5609, provides that the Institute may collect and retain fees and that any funds that are not required to meet current withdrawals be invested in interest-bearing obligations of the United States. Accordingly, the Institute realized earned revenue of approximately \$6.5 million and interest of \$630 in FY 2011.



- Personnel - 36%
- External Service Providers - 56%
- Rent & Facilities - 4%
- Computing - 1%
- Other - 3%

Chart is based upon total expenses for FY 2011. Please see udall.gov for the Udall Foundation's 2011 audit.

Opposite page:

President John F. Kennedy and Morris K. Udall - Photo by Anonymous; Courtesy UA Special Collections.

Stewart L. Udall and American Indian child - Photo by Anonymous; Courtesy UA Special Collections.



UDALL FOUNDATION BOARD OF TRUSTEES

Pictured left to right, front row (seated): **Dr. Anne J. Udall**, *Vice Chair; Chair, Education Committee*; Vice President of Professional Development, Northwest Evaluation Association; **Terrence L. Bracy**, *Chair Emeritus*; Chief Executive Officer, Bracy Tucker Brown & Valanzano; **Herbert R. Guenther**, *Trustee Emeritus*; Former Director, Arizona Department of Water Resources.

Back row, left to right: **Dr. Peter W. Likins**, *Trustee Emeritus*; President Emeritus, University of Arizona; **R. Lance Boldrey**, Member, Dykema Gossett PLLC; **Dr. Stephen M. Prescott**, President, Oklahoma Medical Research Foundation; **Diane J. Humetewa**, *Chair, Native Nations Committee*; Special Advisor and Special Counsel to the President, American Indian Initiatives, Arizona State University; **David J. Hayes**, Deputy Secretary, U.S. Department of the Interior; **Eric D. Eberhard**, *Chair*; Distinguished Indian Law Practitioner in Residence, Seattle University School of Law; **Bradley Udall**, Director, University of Colorado - NOAA Western Water Assessment; **D. Michael Rappoport**, *Chair, Management Committee*; Public Affairs Consultant; **Dr. Eugene G. Sander**, President, University of Arizona; **Michael Boots**, Chief of Staff, Council on Environmental Quality, representing Trustee Nancy Sutley; **Matt James**, *Trustee Emeritus*; President & CEO, The Center for the Next Generation.

Not pictured: **Michael A. Butler**, Chief Executive Officer, Tennessee Wildlife Federation; **P. Lynn Scarlett**, *Trustee Emeritus*; Co-Director, RFF Center for the Management of Ecological Wealth; **Nancy Sutley**, Chair, Council on Environmental Quality.

NEW UDALL FOUNDATION CHAIR ELECTED

The Udall Foundation Board of Trustees elected Eric D. Eberhard as its Chair at the October 2011 board meeting in Tucson. Eberhard was first appointed to the Board of Trustees in 2000 by President Bill Clinton; he was reappointed by President George W. Bush and confirmed by the U.S. Senate in 2006. During his time on the board, Eberhard has played a leading role in furthering the mission of the Foundation. From 2001 to 2011, he chaired the Udall Foundation's board committee on the Native Nations Institute.



"Eric has made enormous contributions to the Udall Foundation since he joined the board," said Ellen Wheeler, executive director of the Foundation. "As the Udall Foundation matures and develops, the experience and leadership Eric brings will ensure that we continue to expand our impact around the country."

Eberhard is a Distinguished Indian Law Practitioner in Residence at the Seattle University School of Law. From 1995 to 2009, he was a Partner in the Seattle office of Dorsey and Whitney LLP. From 1989 to 1995, he served as General Counsel and Staff Director for the U.S. Senate Committee on Indian Affairs. In that capacity, he had direct responsibility for legislation relating to the protection of the environment on Indian lands, Indian cultural resources protection, gaming, water rights, self-determination and self-governance, tribal courts, and economic development.

Eberhard has been actively engaged in the practice of Indian Affairs law since 1973, including employment in legal services, private practice, and as the Deputy Attorney General of the Navajo Nation and Executive Director of the Navajo Nation's Washington, D.C., Office. His practice has involved all aspects of the representation of Indian tribes, organizations, individuals, and entities doing business with Indian tribes in federal, state, and tribal judicial, legislative, and administrative forums.

In recent years, Eberhard has devoted his time to expanding Indian law opportunities in the state of Washington. Under his guidance, Seattle University School of Law significantly expanded its curriculum and programming in Indian law. He has also helped to recruit Native American law students to Seattle University.

"Eric is an old friend and a great advocate for Native Americans," said Senator John McCain. "I look forward to working with him as he continues the great legacies of Morris and Stewart Udall."

UDALL FOUNDATION STAFF

Ellen K. Wheeler
Philip J. Lemanski
Mark Schaefer
Suzanne G. Orenstein
Jeffrey S. Silvyn
Elizabeth Rodke Washburn
Cherie Shanteau-Wheeler
Patricia Orr
Karen C. Siderelis

Claudia Anderson
Adam Baker
Milton (J.R.) Bluehouse
Teresa Bravo
Gail Brooks
Joan Calcagno
Kimberly Caringer
Pamela Carlson
Jerry Carter
Mitchell Chrismer
Jane Curlin
Debra Drecksel
Theresa Fernandez
Christina Urbina Gargus
Raquel Goodrich
Marie Horbar
Mia Ibarra
John Krogstad
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Melissa Millage
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Bridget Radcliff
Lindsey Sexton
Diana Wilkinson

Executive Director
Deputy Executive Director for Finance and Education
Deputy Executive Director for Environmental Conflict Resolution
Director, Washington, D.C., Office/Senior Mediator, USIECR
General Counsel
Director of Communications and External Relations
Director of Programs, USIECR
Director of Policy, Planning, and Budget, USIECR
Director of Collaboration Technology, USIECR

Legal Assistant
Application Developer
Program Manager, USIECR
Program Manager, Education Programs
Senior Associate for Programs and Communication, USIECR
Senior Program Manager, USIECR
Senior Program Associate, USIECR
Conference Coordinator, USIECR
Senior IT Manager
Program Associate, USIECR
Senior Program Manager, Education Programs
Senior Program Manager/Senior Facilitator, USIECR
Receptionist & Financial Assistant
Program Associate, USIECR
Program Associate, USIECR
Program Assistant, Washington, D.C., Office, USIECR
Program Manager, Education Programs
IT Help Desk Support
Senior Program Associate, USIECR
Program Manager, USIECR
Program Manager, USIECR
Senior Program Manager/Senior Facilitator, USIECR
Senior Financial Manager
Senior Program Manager, Parks in Focus
Executive Assistant
Assistant for ECR Support Programs, USIECR
Senior Administrative Assistant, Education Programs
Senior Program Manager, USIECR
Program Coordinator, Parks in Focus
Program Associate, USIECR
Program Associate, USIECR
Training Coordinator, USIECR

“American Indians enjoy a higher quality of life today and look forward to a brighter future tomorrow because of the work of the Udall Foundation. For years, the Udall Foundation has offered tools and services that empower tribal leaders to further enhance the quality of life of our people. At the same time, they offer the educational opportunities and hands-on experience our young people need to become successful leaders of tomorrow.”

Bill Anoatubby
Governor, Chickasaw Nation of Oklahoma

On the cover: Main photo shows one area in the U.S. Institute for Environmental Conflict Resolution's Landscape Conservation Cooperatives initiative. Small photos, left to right: Photo by Hannah, Parks in Focus participant; 2011 Udall Scholars enjoying the Arizona-Sonora Desert Museum - Photo by Tom Spitz; 2011 Udall Intern Sarah Butrum - Photo by Rick Reinhard; Photo by Parks in Focus staff.



130 South Scott Avenue, Tucson, Arizona 85701
TELEPHONE: 520.901.8500 FAX: 520.670.5530

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